

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

In collaboration with

THE COMMONWEALTH OF LEARNING

Commonwealth Executive Masters in Business Administration

Commonwealth Executive Masters in Public Administration

MANAGING HUMAN RESOURCES

SPECIAL EXAMINATION

HR 311

Marks: 100

Time allowed: 3 hours

Instructions

1. The examination consists of **Two** sections: A and B
2. Begin each answer to a new questions on a new page
3. Answer questions according to instructions given in each section
4. Write answers in the answer booklet provided
5. Write in grammatical English

SECTION A: Case Study [40 marks]

Answer all questions from this case study that follow.

Read the following case study and answer the questions given.

PAUL'S 'FIRST DAY' AT ORLEANS

After going through a very rigorous and competitive selection process, I finally got an appointment letter for the position of Accounts Clerk which I accepted willingly. The letter had directed me to report for duty on 1st June 2015 at 0745 hours at Towers Building First floor Room 100. On arrival I was redirected to room 200, apparently in the second floor. When I knocked at the door there was no response and so I just entered the room. The gentleman in the room, who introduced himself as the Accounts Manager asked me to wait as he wanted to make a telephone call. I remained standing until he finished the call. On the line he had asked someone, 'Where is this young man supposed to be? I can't find his report?' After a pause, he immediately put the phone down and redirected me to Room 100 as indicated in the letter. Room 100 was the 'mother of all ordeals'! Apparently the room was an open-plan office with at least ten employees each one busy on his /her computer or laptop with very little contact among themselves. When they occasionally talked, they raised the issue of the delayed payment of their June salaries or the alleged corrupt selection or promotion procedures in the company. It was a painful informal orientation. I stayed for nearly 3 hours before someone came to my rescue. The lady who came to collect me introduced herself as my 'immediate' supervisor. She appeared irritated by the way the HR department had planned my first day at Orleans and she wished I should have stayed much longer in the organisation than the previous recruits. She however apologized on behalf of the organisation and advised me to come back the following day.

QUESTION 1

What is your assessment of the orientation programme at Orleans?

(10 marks)

QUESTION 2

What do you say about Paul's first impression of the organisation?

(15 marks)

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QUESTION 3

Provide in detail guidelines for conducting an effective employee orientation. **(15 marks)**

SECTION B: Essay-type questions. [60 marks]

Answer any three questions from this section.

QUESTION 1

Why is HR planning important to organisations? Briefly describe what it attempts to achieve. **(20 marks)**

QUESTION 2

What do you understand by the term ‘talent management’? Outline the key elements of an integrated talent management strategy. **(20 marks)**

QUESTION 3

Discuss with the use of examples how discipline and grievance procedures influence the character of industrial relations. **(20 marks)**

QUESTION 4

Performance appraisal is undertaken to serve a variety of management purposes. Using the examples from your organisation or any other organisation you are familiar with; identify the management purposes or functions of the different appraisal methods used. What appraisal methods would you consider most appropriate for the selected organisation. **(20 marks)**

QUESTION 5

Describe the various staffing policies which multi-national corporations adopt in their appointment of managers and the reasons for each. In what ways can appraisal of international managers be improved? **(20 marks)**

END OF THE QUESTION PAPER!